

30 NOV 1984

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Administrative Officer, DCI Area

FROM:

  
Executive Director

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SUBJECT:

Perspectives and Guidance on 1987 

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1. Preparation of our 1987 program will be a greater challenge than we have faced for some time. It has become increasingly clear that we will have to design a program that addresses a growing number of intelligence issues without a concomitant growth in funds or positions. Congressional cuts in our 1985 program have set back some of the programs which we consider to be essential. In some cases, we will have to find a way to fund them. Our revised 1986 program includes new initiatives only because we made tough decisions to reduce some of our ongoing programs. In 1987 it will be even more difficult to begin new tasks because the number of ongoing programs will be even larger than in 1986, and resources will be even tighter. We cannot plan on more than 5 percent Real Growth in 1987, and even this may be overly optimistic.

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2. Added to the reality of the resource environment we are likely to face, is the DCI's recent advice to the Office of the Comptroller on how to approach the 1987 program. He believes that we should not look to big new programs to solve problems, but rather that we should think of imaginative and inexpensive ways to do our job better. He also believes that we should look to existing resources to fund some of our new activities. Additionally, we should find ways to avoid any substantial growth in personnel; he specifically mentioned making greater use of  external analysis, as well as retraining and developing Agency employees. I, too, urge that you limit your requests for additional positions. Furthermore, I believe that we need to weigh carefully the investment we are making in our ongoing initiatives--protecting the most important from cuts that delay or eliminate their promised capabilities. Some of these are clearly too important to set aside for lesser objectives that can be met later.

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3. The list of issues policymakers expect us to address continues to grow in size and complexity. The DCI mentioned several areas that he and the present administration consider to be important. On the Soviet Union, he cited leadership changes, economic and social problems, and weapons systems (and the need for additional work on arms control monitoring and support for negotiations). He also views terrorism as a major issue for the next five to 10 years. And, he is concerned about political instability in the Third World, particularly in those countries where the US has a heavy stake.

4. As you are aware, the schedule for the 1987 program has been altered. The Comptroller has asked you to submit in late January a one-page description of each new initiative. Your proposals should explicitly state their expected payoff, their impact on other directorates, and their impact on physical plant. Subsequently, we will meet to decide which of these proposals should be given priority in the 1987 program. At that time some of these initiatives may be combined into theme packages, but I encourage you to do this judiciously, ensuring that the various initiatives you combine indeed do constitute a theme. Several weeks later we will meet to review the base program and ongoing initiatives. At that time, because you will know the initiatives that the directorates have proposed, you should be in a better position to choose between the continuing programs and your new ideas.

5. I believe it would be helpful to your planning to know some of the priorities for 1987 that the directorates raised during their recent meetings with the Comptroller.

- The DDI will continue to look to ADP and external contractors to help it address the increasing number of issues without adding substantial numbers of analysts. It will examine the feasibility of introducing an electronic NID, which would provide information to policymakers more quickly and securely and which would allow them to task the DDI more directly.
- The DDO requires additional positions to cover the Third World, terrorism, narcotics, and counterintelligence. It will need additional funding for covert action political programs. And it, along with the DDA, will be concerned with CRAFT security and with finding ways to make overseas assignments more attractive.
- The DDS&T needs to provide processing and engineering test beds for FBIS and NPIC, ensure funding [ ] help OTS recapitalize its equipment base, and provide additional personnel to OD&E to work on national programs. It also wants to continue R&D [ ] and it must provide technical support and SIGINT collection and processing resources to meet operational needs [ ] and for counterintelligence, counternarcotics and counterterrorism objectives.

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- At the request of the DDCI, the DDA is examining whether computer centers should be located outside the headquarters building. The outcome of that study may result in a new initiative. In addition, the directorate will propose several small initiatives, [redacted] moving OTE, improving depot facilities for Logistics, expanding printing capabilities to meet DDI demands, and providing funds for new work stations involved in crisis management. [redacted]

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6. We will have to construct our 1987 program very carefully. Constraints on resources will require us to review activities currently underway to ensure that they are not receiving a disproportionate amount of funds and personnel relative to more important new tasks. Policymakers will continue to make heavy demands, and we must be creative in meeting their most important needs within limited resources. We should concentrate in 1987 on finding imaginative and inexpensive ways to overcome only our most pressing shortfalls.

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